Agency IT Strategic Plan

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Agency Profile & Strategic Direction

Agency Mission Statement:

DHR's mission is to put Virginia's history to work through the identification, recognition, and preservation of the Commonwealth's significant historic, architectural, archaeological, and cultural resources for the use and enjoyment of our citizens and communities. Preservation and effective use of historic buildings, districts, structures, objects, landscapes, and archaeological sites are essential elements of Virginia's character supporting tourism, education, and economic development throughout the Commonwealth. DHR programs provide information, guidance, and training to both public and private sector decision makers, researchers, educators, tourists and property owners to maximize the benefits of Virginia's historic resources for the future of its citizens and communities, including evaluating and registering historic properties; review of every public works project, every road, cell tower, federal construction project or permit; certification of millions of dollars in private rehabilitation projects; and administration and monitoring of hundreds of state and federal grant funded projects. It is the goal of DHR to support agencies, communities, and private entities in meeting their preservation needs, setting an example through stewardship of DHR controlled and managed archaeological collections and information on historic resources throughout the Commonwealth, and getting the word out about those resources, benefits of preservation, laws, tools, and options for putting Virginia's historic resources to work for the future of the Commonwealth and the nation.

Agency IT Vision Statement:

Information and communication form the critical core of all DHR programs and services both internal and external—information about historic resources, benefits of preservation, laws, options and best practices in managing historic properties. Always understaffed in the face of exponentially growing demand for state and federally mandated services essential to public works and private economic development, the agency has made IT an integral part of all strategic planning, and operational problem solving, actively seeking out IT solutions to meet critical agency needs—to improve operations and communications (internal and external), and to maximize the usefulness and accessibility of the full range of information it controls.

With no stable internal funds for IT, DHR has systematically delayed refilling critical positions to use turnover/vacancy money, encouraged program staff initiative, and partnered with both the public and private sector to: create an information-rich, award-winning web site; develop a web accessible combination database/GIS system with 100+ fields of data on over 150,000 historic properties; built and maintained an effective network; and ensured that agency staff and on-site researchers have use of appropriately up-to-date equipment and software to meet the agency's mission and operational requirements.

DHR's future IT environment would continue those strategic commitments. In such an environment DHR would have sufficient stable funding, staffing, software, equipment and training to support a wide array of internal operations and databases including the mission critical DSS system. DSS would be completed and enhanced to include the data and functions consistently required for DHR operations and service delivery. The DHR web site would continue to grow and to be an ever more effective communication and information dissemination tool. Key information now available only in paper records would be digitized for better security and access. Field operations and communication would be improved through the use of GPS systems and wireless communication to record and transmit data. Internal communications with regional offices and customers would be improved through video-conferencing, on-line conferencing, and similar communication technologies. Technology would be used more effectively for staff and customer training. Staff would be continuously trained to be able to utilize fully available technology for improved operations and service delivery.

DHR's IT strategy is to continuously review mission and customer needs, identify IT solutions to improve operations, communications, and the quality and accessibility of data that staff and customers need for sound historic preservation decisions. DHR will target projects that can be done within existing staff and funds, seek new funding, and join public and private partners to achieve mutually beneficial objectives.

<u>Total Employees:</u>   43

<u>Total IT Employees:</u>   0

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Project Selection Criteria:

As a small agency, project selection is fairly straightforward and uncomplicated. Selection criteria are in short--need, applicability to business needs, scope (higher priority given to projects that serve the larger number of staff/customers/key activities) and the availability of funds and/or staff time and skills. For projects beyond the agency's financial abilities, projects are assessed for long-term value and outside funding/partnering sources are sought.

Business Case Development:

As a small agency, project selection is fairly straightforward and uncomplicated. It is fully integrated in annual planning cycles and as part of on-going management team decisions made by consensus.

Risk Assessment Methodologies:

Staff proposing a specific project is asked to present information at the appropriate level (section or division) providing information on project benefits, costs and capability of staff to carry it out. As a small agency this is largely informal. For larger projects outside the resources of the agency, DHR relies on the technical expertise of the partnering agency.

Prioritization Schema:

Projects are prioritized based on need (how critical and how immediate), scope, and availibity of resources. For projects with major program impact but no resources, outside funds and/or partners are sought. As a small agency with few resources for IT projects and few projects to consider, formal ranking systems are not useful.

For very small projects that staff can accomplish with little or no added training or costs, the unit benefiting most simply includes it as part of the annual work plan subject to division head and senior team approval. For projects and procurements that are critical to the continued operation and security of existing IT systems, staff consults with DIT and decisions are made by the appropriate section or division head going to the senior management team if additional funding or staff resources are needed. For projects and procurements that require additional training or funding, and/or that provide additional operational or service-delivery benefits, staff and senior management consult together with decisions made by the full senior management team.   Generally speaking, anything over $2,000 is a major funding decision made by the senior team.

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Core Business Activities:

Core Business Activity Title	Core Business Activity Description	Core Business Actity Sub-Function Title	Core Business Activity Sub-Function Description
RESOURCE MANAGEMENT	Efforts to conserve and develop natural resources, and to assure a balance between the preservation and development of these resources.	Historic and Commemorative Attraction Management	Efforts to identify, acquire, protect, and manage the buildings, structures, and sites which constitute the principal historical, architectural, or archeological sites which are of state or national significance so as to provide opportunities to citizens for enjoyment of historical and commemorative attractions.
RESOURCE MANAGEMENT	Efforts to conserve and develop natural resources, and to assure a balance between the preservation and development of these resources.	Administrative and Support Services	Efforts to provide overall administrative and logistical support services.
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Financial Assistance for Cultural and Artistic Affairs	Efforts to provide financial assistance for promotion and expansion of cultural enrichment opportunities for citizens.

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Key Customers Associated With Each Core Business Activity :

Core Business Activity Title	Core Business Activity Description	Core Business Actity Sub-Function Title	Core Business Activity Sub-Function Description
CULTURAL AND SCIENCE EDUCATION	Efforts to provide and promote opportunity for citizens to expand their knowledge, skills, and cultural awareness through science, art, music, drama, literature, dance, and other educational services.	Financial Assistance for Cultural and Artistic Affairs	Efforts to provide financial assistance for promotion and expansion of cultural enrichment opportunities for citizens.

  Key Customers

        Community & statewide organizations

        General public

        Local governments, agencies, and museums

RESOURCE MANAGEMENT	Efforts to conserve and develop natural resources, and to assure a balance between the preservation and development of these resources.	Historic and Commemorative Attraction Management	Efforts to identify, acquire, protect, and manage the buildings, structures, and sites which constitute the principal historical, architectural, or archeological sites which are of state or national significance so as to provide opportunities to citizens for enjoyment of historical and commemorative attractions.

  Key Customers

        Community & statewide organizations

        Educators & tourists—schools, teachers, museums, students, families

        Federal public agencies that own (or whose actions may impact) historic properties

        General public, property owners, families associated with historic cemeteries, community organizations/leaders

        Local planners, officials, ARBs & community leaders making local preservation & land-use decisions

        Museums

        Native Americans/Virginia Indian Tribal Organizations

        Organizations seeking and/or receiving General Assembly historic preservation grants

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Preservation professionals-consultants, researchers

Property owners & developers who use historic properties & preservation to pursue their own goals
Scholars

State public agencies that own (or whose actions may impact) historic properties

RESOURCE MANAGEMENT	Efforts to conserve and develop natural resources, and to assure a balance between the preservation and development of these resources.	Administrative and Support Services	Efforts to provide overall administrative and logistical support services.

Key Customers

Agency Employees and Managers

Central agencies and other state agencies with whom DHR conducts business

Certified Local Governments as recipients of federal Historic Preservation Fund subgrants
National Park Service

Vendors providing goods and services to the agency; including preservation professionals-consultants, researchers conducting historic resources surveys, preparing historic district nominations, conducting archaeological research, writing reports, constructing exhibits, developing IT products, etc.

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Key Activites and Associated Outcomes:

Key Activity	Associated Outcome
Administering Grants to Non-State Entities	Distribution of public funds to projects approved by the General Assembly is managed and accounted for to meet all state requirements.
Archaeological Collections Management: DHR curates archaeological artifact collections (over 5 million objects) from publicly funded archaeological projects. These responsibilities include curation, conservation, research access and educational use of those collections for ongoing public benefit.	Students, teachers, and citizens are better informed about and connected to historic peoples and events through access to objects and data from archaeological sites.
	The artifact collections and records from publicly funded archaeological surveys and excavations and from privately funded projects of outstanding significance are maintained and available for a variety of uses.
	Those collections form a source of information for ongoing research.
Archaeological Programs: In addition to activities integrated into other programs (e.g. survey, register, project review), DHR salvages data on sites threatened by destruction, reviews VMRC permits for underwater archaeology, and issues permits for archaeology on state lands and on human burials.	Archaeological resources on state-controlled lands are protected and investigated to meet appropriate standards.
	Archaeological sites are identified, evaluated, protected and/or damage is mitigated through data recovery.
	Human burials removed and reburied as a part of archaeological research or mitigation of public works projects are handled with respect and to meet state and federal standards.
	Information gained from public archaeological investigations made available to the public, to researchers, to public agencies, to museums and educators through reports, lay publications and exhibits.
	Underwater historic properties are documented and protected in accordance with state and federal standards.

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Certified Local Governments (CLGs): This federally mandated program requires DHR to pass through 10% of its federal Historic Preservation Fund grant to CLGs. This program is closely tied to survey, register, preservation planning, and technical assistance activities.	Fulfillment of local historic preservation objectives – survey, planning, registration, education about and protection of historic sites.
Environmental/Preservation Education: DHR education and outreach activities support and are integral to all of the above programs and services.	All customer groups are better informed to carry out their preservation responsibilities and objectives.
	Citizens of all ages including K-12 students exposed to historic resources and their place in Virginia's past, present, and future.
	Greater awareness and appreciation of the full diversity of Virginia's historic and historic places.
	Strengthens pride, community cohesion and citizenship.
Environmental/Project Review: DHR comments on all federally initiated, funded or permitted projects as to their impact on Virginia's historic resources and on state projects over $100,000 affecting state properties listed as Virginia Historic Landmarks.	Data recovery or other mitigation where damage to historic properties is unavoidable.
	Identification and evaluation of historic properties not already identified in project areas.
	Identification of which public works projects will or will not impact historic properties.
	Redesign of projects to avoid, minimize, or mitigate damage to historic resources.
Fiscal Management	Agency funds are tracked, bills are paid, payroll is reconciled, etc. in accordance with state requirements.
Heritage Tourism Activities: DHR is increasingly called on by communities and historic attractions to provide technical assistance and statewide leadership in product development for heritage and cultural tourism.	Cooperative marketing of historic sites.
	Strengthens Virginia's economic and cultural vitality.

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Heritage Tourism Activities: DHR is increasingly called on by communities and historic attractions to provide technical assistance and statewide leadership in product development for heritage and cultural tourism.	Technical training, advice, and assistance increases capacity of historic sites and local communities to compete in tourism industry.
	Theme-based heritage tourism product development.
Historic Preservation Easements: DHR oversees the acceptance and long-term preservation of easements on historic properties donated to the Commonwealth.	Ongoing management commitment by the Commonwealth to protect the public interest in the easement.
	Properties stay on the tax rolls and are maintained by their owners.
	Significant historic properties are protected in perpetuity.
	Under this highly cost-effective public private partnership the Commonwealth enjoys the benefit of preserving billions of dollars of resources at minimal cost.
Historic Preservation Planning: DHR is mandated to develop and implement a statewide historic preservation plan, and assist local governments to develop historic resource components of local comprehensive plans.	Formalizes roles and "division of labor" among partners.
	Local planning and decisions are enhanced through related DHR services.
	Provides mechanism for dialog among key partners and input from the general public.
	Statewide preservation goals and objectives are set forth and used to guide DHR actions.
Historical Highway Markers: All Historical Highway Markers placed on Virginia's roads must be approved by the Board of Historic Resources. DHR staff coordinates board review, including editing and checking factual accuracy of proposed markers, often rewriting markers as needed.	Contributes to community pride and awareness.
	Placement of roughly 30-35 new markers annually filling gaps in statewide tourism/educational marker system.

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Historical Highway Markers: All Historical Highway Markers placed on Virginia's roads must be approved by the Board of Historic Resources. DHR staff coordinates board review, including editing and checking factual accuracy of proposed markers, often rewriting markers as needed.	Replacement of missing, damaged or inaccurate markers.
Register: Evaluates properties using national and state criteria and recognizes which historic properties are of local, state and national significance by listing as Virginia Historic Landmark and/or on the National Register of Historic Places. This program is both state and federally mandated.	Information on significant historic resources is available for public education.
	Listed properties become eligible for state/federal grants and incentives.
	Public and private property owners receive honorific recognition that in turn encourages preservation efforts.
	Registered properties are already evaluated assisting and speeding up future public works planning and review.
	Registration at the state level guides local planning, tax abatement, and revitalization decisions.
Rehabilitation Incentive Projects: For private rehabilitation projects to receive state or federal financial incentives, DHR must certify that the buildings meet standards for registration and to work with property owner/developers to ensure that projects meet standards for rehabilitation.	Historic properties are rehabilitated to meet national standards, kept on tax rolls, and revived to meet community residential and commercial needs.
	Millions of dollars in private funds are invested in community revitalization.
	Revitalized neighborhoods strengthen our urban core areas and serve as a check against suburban sprawl.
	These investments generate increased household income, sales and use taxes, etc.

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State Historic Preservation Grants: DHR administers General Assembly grants for care of Confederate cemeteries and for rehabilitation or restoration of historic properties owned by not-for-profit organizations and open to the public.	Compliance with match, public procurement, and other accountability requirements by grant recipients.
	Improved care and maintenance of Confederate graves and monuments.
	Perpetual protection through easements on historic properties awarded more than $50,000 in state funds.
	Rehabilitation/restoration in accordance with federal preservation standards of historic buildings operated by non-profit organizations for public benefit—including providing the basis for robust cultural tourism.
Survey/Inventory: Identifies, records, and manages information on historic resources statewide. Survey information is the basis for investment, promotion, research, and resource management decision-making regarding historic resources. The program is both state and federally mandated.	Potential historic properties (buildings, districts, objects, archaeological sites, landscapes, etc.) are identified, recorded and made accessible in paper and electronic formats.
	That data is used by private property owners, state, local and federal agencies to inform a wide range of decisions about project and property management, zoning, economic development, tourism, education, comprehensive planning, etc.
Technical Preservation Assistance: Public and private customers call on DHR expertise for information and guidance on all aspects of historic resource preservation and treatment.	Educates land-owners, leaders, citizens, and property owners about preservation benefits, options, and best practices.
	Improves non-regulated preservation decisions and actions.
	Recovers and makes public data from archaeological sites and historic buildings threatened or lost through natural and human actions.

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Major IT Projects

Approved for Preliminary Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for inclusion in your IT Strategic Plan. A project proposal must be submitted to the CIO before the project(s) will be considered for planning approval. Procurements in support of the project(s) are not approved for submission to the VITA Project Management Division (PMD) for execution until the project has been Approved for Planning by the CIO. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.
http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

> There are no major projects approved for preliminary planning.

Approved for Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the Secretariat Oversight Committee and the CIO. Projects "Approved for Planning" must be formally approved for development by the Commonwealth IT Investment Board prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.
http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

> There are no major projects approved for planning.

Active Projects — The following project(s) are(is) scheduled to continue in the 2004-2006 Budget Biennium as an Active Project. All Active Projects must be tracked on the Commonwealth Information Technology Major Projects Dashboard and are subject to monthly review by the CIO. The CIO is authorized to assess progress of all Active Projects and recommend termination of a project to the Commonwealth IT Investment Board.

> There are no major projects in the active projects category.

Collaboration Opportunity — The following project(s) is (are) designated as a Collaboration Opportunity. Your agency should consult with the other agencies listed on the corresponding collaboration report and evaluate whether collaboration between agencies on these projects is feasible. The results of your collaboration efforts and evaluation should be reported when the project is presented to the Commonwealth IT Investment Board for "Development Approval".

> There are no collaboration opportunity projects.

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Major IT Procurements

Approved Major IT Procurements - The following major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved major procurements.

Disapproved Major IT Procurements - The following major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved major procurements.

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Secretariat: Natural Resources   Agency Code: 423

Agency: Department of Historic Resources

Non-major IT Projects

Approved for Planning— The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the CIO. Projects "Approved for Planning" must be formally approved for development by the CIO prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Complete & Operate DSS	07/01/2004	06/30/2006	$650,000.00
Develop/Integrate DHR Databases	07/01/2004	06/30/2006	$150,000.00
Digitize Virginia Historic Properties and Report Archive	07/01/2004	06/30/2006	$400,000.00
Stabilize DHR IT Operations	07/01/2004	06/30/2006	$250,000.00

Non-major IT Procurements

Approved Non-major IT Procurements - The following non-major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved non-major procurements.

Disapproved Non-major IT Procurements - The following non-major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved non-major procurements.